



Office of Civil Rights and Diversity

Department of the Treasury's FY 2013 Annual Report: Maintaining a Model EEO Program





EXECUTIVE SUMMARY

TABLE OF CONTENTS

Introduction	Page 4
Essential Element A: Demonstrated Commitment from Treasury Leadership	Page 7
Essential Element B: Integration of EEO into the Strategic Mission	Page 8
Essential Element C: Management and Program Accountability	Page 15
Essential Element D: Proactive Prevention of Unlawful Discrimination	Page 19
Essential Element E: Efficiency	Page 22
Essential Element F: Responsiveness and Legal Compliance	Page 25
Workforce Demographics	Page 28
Accomplishments	Page 35
Planned Activities/Conclusion	Page 37



INTRODUCTION/MISSION

This report covers the period of October 1, 2012, through September 30, 2013, and outlines the Department of the Treasury's equal employment opportunity (EEO) program activities. The report highlights Treasury's accomplishments during Fiscal Year (FY) 2013 in attaining and maintaining a model EEO Program as well as identifying areas of improvement.

Treasury's Mission

Treasury's mission highlights its role as the steward of U.S. economic and financial systems, and as an influential participant in the world economy. The Department of the Treasury is an executive agency responsible for promoting economic prosperity and ensuring the financial security of the United States. The Department is responsible for a wide range of activities such as advising the president on economic and financial issues, encouraging sustainable economic growth, and fostering improved governance in financial institutions. One way we fulfill this mission is by investing in our people – attracting, developing, and retaining the best and the brightest talent. The Department's workforce is one of the most critical factors affecting

the achievement of the Department's mission.

Organization

The Department of the Treasury is organized into two major components: the Departmental Offices and the operating bureaus. The Departmental Offices are primarily responsible for the formulation of policy and management of the Department as a whole, while the operating bureaus carry out the specific operations assigned to the Department. Our bureaus make up 98 percent of the Treasury work force. The basic functions of Treasury include:

- Managing federal finances;
- Collecting taxes, duties, and monies paid to and due to the United States and paying all bills of the United States;
- Currency and coinage;
- Managing government accounts and the public debt;
- Supervising national banks and thrift institutions;
- Formulating domestic and international financial, economic, trade, and tax policy;
- Enforcing federal finance and tax laws;
- Investigating and prosecuting tax evaders, counterfeiters, and forgers; and
- Contributing to national security by combating financial networks and protecting the integrity of the U.S. and global financial system.

Organizational Reporting Structure

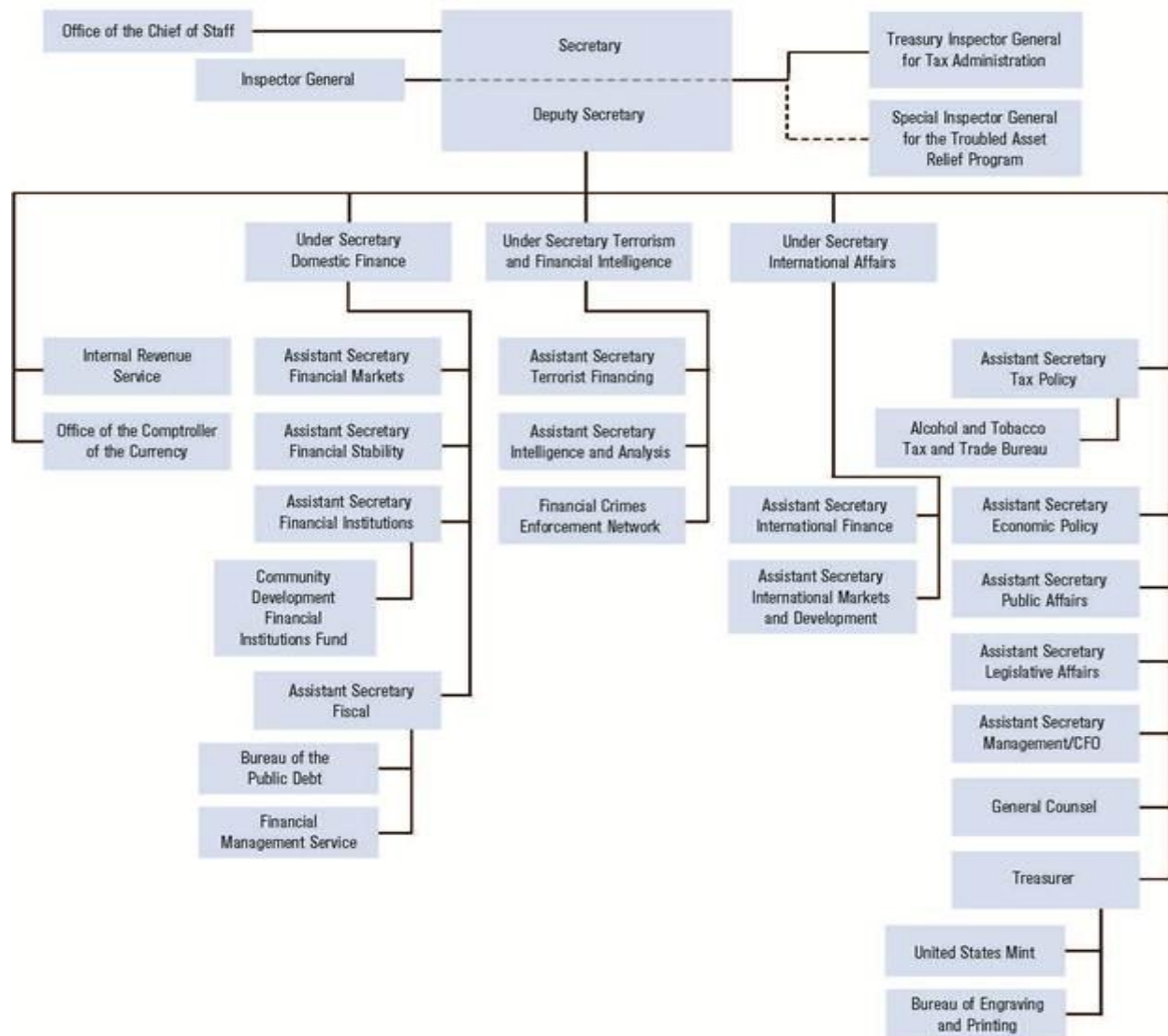
Management Directive (MD) 715 requires the following bureaus to submit individual reports to the EEOC:

- Bureau of Engraving and Printing (BEP),
- Bureau of the Fiscal Service (newly established as a result of the consolidation of the Bureau of Public Debt and Financial Management Service),
- Departmental Offices (DO),
- Internal Revenue Service (IRS),
- Internal Revenue Service Office of the Chief Counsel (IRS-CC),
- Office of the Comptroller of the Currency (OCC), and
- United States Mint.

Treasury bureaus with fewer than 1,000 employees are required to provide their individual MD-715 reports to Treasury's Office of Civil Rights and Diversity (OCRD). These bureaus are the Financial Crimes Enforcement Network (FinCEN), Office of the Inspector General (OIG), Special Inspector General for Troubled Asset Relief Program (SIGTARP), Treasury Inspector General for Tax Administration (TIGTA), and Alcohol and Tobacco Tax and Trade Bureau (TTB). Each bureau, regardless of its size, has its own distinct reporting

structure for its EEO and Human Resource (HR) offices and programs. Therefore, each bureau sets its own policy and procedures regarding the hiring, recruitment, and retention of employees within the broad framework of the Department's Human Capital Strategy. OCRD, part of the Departmental Offices' organizational structure, is primarily responsible for providing guidance and oversight to the bureau EEO offices.

The Department of the Treasury FY 2013 Organizational Chart**



** Effective October 7, 2012 the Bureau of Public Debt and Financial Management Service were consolidated to become the Bureau of the Fiscal Service and will no longer be reporting as separate Treasury Bureau.

The Office of Civil Rights and Diversity

OCRD provides leadership, direction, and guidance in carrying out Treasury's equal employment opportunity, diversity, and civil rights responsibilities. OCRD administers the Department-wide equal employment opportunity and diversity (EEO) program by providing policy, oversight, and technical guidance to Treasury bureaus, including the Departmental Offices, on affirmative employment, special emphasis program areas, diversity, and EEO complaint processing.

OCRD oversees Treasury's external civil rights efforts to ensure non-discrimination in programs operated or funded by the Department. The external civil rights program ensures individuals are not excluded from participation in, denied the benefits of, or otherwise subjected to prohibited discrimination under, programs or activities the Department conducts or funds.

OCRD also oversees the Treasury's EEO complaint processing functions, including the Treasury Complaint Center, the discrimination complaint processing arm of Treasury. OCRD issues final agency actions on discrimination complaints filed by Treasury employees and applicants for employment.

Challenges

Treasury must remain ever vigilant to ensure that it has the workforce needed to meet its mission, including retention of top talent and the continual development of employees.

The current environment of budget cuts, sequestration, furloughs, the partial

government shutdown, hiring freezes, and the significant number of Treasury's employees who are eligible to retire, means that Treasury will have to work even harder to attract diverse talent into its ranks and maintain its position as a great place to launch and build a career.

We must also ensure we retain our top talent, put succession strategies in place, work to develop our employees, and create an inclusive work environment. This is particularly difficult in the harsh budget and political climate employees currently face.

The following sections contain an evaluation of Treasury's EEO programs against the six essential elements, as established by MD-715, and reflect Treasury's commitment to maintaining a model EEO program.

Essential Element A: Demonstrated Commitment from Treasury Leadership

On February 27, 2013, the United States Senate confirmed Secretary Lew to serve as the 76th Secretary of the Treasury. Secretary Lew affirmed his commitment to EEO by issuing his inaugural EEO policy statement on September 13, 2013. Secretary Lew also issued the Department's diversity policy statement on August 27, 2013. These two statements express the Department's support of diversity, equal employment opportunity, and a workplace free of discriminatory harassment. Both policy statements were communicated via email to all Treasury employees

Each of Treasury's bureau heads has committed to EEO and diversity by either issuing or reissuing their policy

statements in support of EEO and diversity. Each bureau also ensures that its own EEO Policy and Treasury's EEO policy are disseminated to all new employees during orientation and are available on the intranet and public internet site.

Each bureau also provides all newly promoted managers and supervisors with copies of both the bureau and Treasury EEO policies as reminders of their role and responsibility in providing a discrimination and harassment-free work environment.

Treasury's policies, orders, and directives on EEO matters are on Treasury's public internet site:

http://www.treasury.gov/about/organizational-structure/offices/Mgt/Pages/eeo_policy.aspx.

Treasury and its bureaus also make written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them through our internet and intranet sites. OCRD's internet site is located at:

<http://www.treasury.gov/about/organizationalstructure/offices/Pages/Office-of-Civil-Rights-and-Diversity.aspx>.

Each Treasury bureau maintains its own performance appraisal form for managers and supervisors. The Department requires all bureaus to use a standard evaluation form for the Senior Executive Service, and the SES performance plan incorporates the

required critical element that evaluates SES commitment to Treasury's EEO and diversity policies and principles.

In addition, the Department established standard performance elements for all bureau EEO Officers. These performance standards include an evaluation of the EEO Officer's efforts to build and create a diverse workforce, increase the participation rate of persons with disabilities, and create an inclusive work environment.

Treasury's reasonable accommodation policy and procedures are easily accessible to all employees and applicants via our internal and external websites. With the release of the new disability regulations by the Equal Employment Opportunity Commission (EEOC) in FY 2011, the Department updated its reasonable accommodation procedures and provided them to the EEOC for review. OCRD has posted a copy of its current policy and procedures to its website at: http://www.treasury.gov/about/organizationalstructure/offices/Mgt/Pages/eeo_policy.aspx.

Essential Element B: Integration of EEO into the Strategic Mission

The Secretary has delegated authority over all EEO matters to the Assistant Secretary for Management (ASM) through Treasury Order 102-02 located at: <http://www.treasury.gov/about/role-of-treasury/orders-directives/Pages/to102-02.aspx>.

The ASM, who reports directly to the Secretary and Deputy Secretary, is kept abreast of EEO matters through meetings with the Deputy Assistant

Secretary for Human Resources and Chief Human Capital Officer (DASHR/CHCO). The Associate CHCO (Civil Rights and Diversity), who provides day-to-day management of the equal employment opportunity, civil rights, and diversity programs at Treasury, has direct access to the ASM to provide him/her with critical information regarding these programs. In addition, the Associate CHCO (Civil Rights and Diversity) has regular weekly meetings with the DASHR/CHCO on the status of EEO programs. This reporting structure continues to allow Treasury Headquarters EEO and HR components to work in unison to develop corporate strategies in the hiring, recruitment, and retention of Treasury employees.

Treasury Strategic Plan

Through our Strategic Plan, the Department continues to prioritize the importance of building and maintaining a high-performing and diverse workforce. We rely on our people to accomplish our mission in a rapidly changing, complex world. Through talent development and performance management, we ensure their efforts produce the highest value results. To enhance our capacity to attract, engage, develop, and retain the highest quality workforce, selected from the broadest talent pools, the Department will continually improve its human capital capabilities.

Treasury Human Capital Strategic Plan

The Treasury Human Capital Strategic Plan goals focus on a number of significant external factors that affect the current and future workforce. The plan presents a vision and is a roadmap to ensuring the Department remains an

excellent place to work and a vibrant place to contribute one's talents and energy towards promoting growth and prosperity of the United States. Our goal is to make the Treasury Department an employer that attracts an engaged workforce, and sets the standard as an employer of choice in the federal government.

Treasury Strategic Diversity and Inclusion Plan

U.S. demographics are shifting and Treasury is serving a more diverse population than ever before. For the Department to meet its challenges effectively, the workforce must reflect the rich diversity and varied viewpoints of the American people. This necessitates creating an inclusive work environment that welcomes and supports employees from all backgrounds, a goal that can help promote job satisfaction, improved organizational performance, and mission achievement.

To those ends, Treasury issued its first Department-wide Strategic Diversity and Inclusion Plan on March 21, 2012. A core team of representatives from human resources, diversity, and EEO communities from across the Department worked together to develop Treasury's diversity vision, mission, and strategic priorities and corresponding goals. This plan continues to provide a shared direction, encourages commitment and accountability, and creates alignment for all of the Department's components.

The Strategic Diversity and Inclusion Plan focuses on three key areas: establishment of shared vision, values, and practices among Treasury leadership; active recruitment and development of a diverse workforce; and

building a culture of commitment to diversity and inclusion.

In FY 2013, the Office of Personnel Management (OPM) evaluated the Department's success in implementing its diversity and inclusion plan by evaluating whether it:

- developed a workforce that reflects all segments of society,
- diversified leadership,
- increased Federal Employee Viewpoint Survey (FEVS) scores,
- reduced EEO complaints, and
- increased telecommuting.

As part of OPM's oversight, it developed the New Inclusion Quotient, or New IQ. New IQ provides agencies with a metric for evaluating the effectiveness of their diversity and inclusion plans. It focuses on five categories using questions from the Employee Viewpoint Survey (EVS) responses: Fair, Open-minded, Cooperative, Supportive, and Empowerment. Treasury received an overall New IQ score of 60 percent, above the government-wide average of 56 percent. In FY 2014, Treasury will focus efforts to improve employee satisfaction within the areas covered by New IQ.

In addition to developing of the Strategic Diversity and Inclusion Plan, each of the Department's bureaus developed an implementation plan. Throughout FY 2013, OCRD met with bureau EEO and human resources officers to review the bureaus' implementation plans and evaluate their results.

To maintain a model EEO program, Treasury uses both the Human Capital Strategic Plan and the Strategic Diversity and Inclusion Plan to provide a vision for Treasury and its bureaus. Both plans identify key factors affecting Treasury's strategic outlook and specifically recognize the Department's workforce as one of the most critical factors potentially affecting the achievement of the Department's goals. It is a workforce that is expected to be dramatically impacted by numerous and varied global, demographic, and technological changes. As a result, the Department's plans:

- recognize that meeting these challenges is the responsibility of all program managers, supervisors, and leaders in partnership with human capital professionals;
- acknowledge the shrinking talent pool from which to recruit, and prepare to respond to the increased pressure to retain current employees and strengthen recruiting capabilities;
- recognize that diversity is a much broader concept that goes beyond age, ethnicity, and gender to new dimensions, which include not only sexual orientation but also factors such as education, family status, and work experience;
- prepare to manage organizations with a multi-sector workforce, consisting of a variety of types of federal employees (e.g., full-time, part-time, seasonal, temporary, and permanent) and an increasing number of contractor personnel; and

- assist leaders in developing competencies in networking, coaching, and mentoring.

To support these efforts, the DASHR/CHCO continued to convene bi-monthly meetings of Treasury's Human Capital Advisory Council (HCAC), which consists of bureau EEO, HR, and training officers. The HCAC develops the Human Capital (HC) Operating Plan and the HC Strategic Plan to help the EEO, HR, and training communities collaborate on our overall goals and objectives.

As a testament to its efforts to create and maintain a diverse workforce, Hispanic Network Magazine, Black EOE Journal, and the U.S. Veterans Magazine each recognized Treasury as a leader in promoting equal employment opportunity and diversity on their FY 2013 Best of the Best lists of Top Government & Law Enforcement Agencies.

Treasury Executive Institute Coaching – Putting You First for Excellence

The Treasury Executive Institute (TEI) offers individual coaching services for a six-month period. All TEI coaches have completed, or are in the process of completing, certification through the International Coaching Federation (ICF).

One-on-one coaching can be conducted face-to-face or virtually and is an excellent way to review 360 degree feedback results; achieve professional goals and go to the next step; solve individual leadership challenges; excel in self-awareness and self-management; gain clarity in decision making and purpose; and/or develop leadership attributes and behaviors of empathy, self-disclosure, active listening, and giving and receiving feedback.

In addition, TEI provides coaching in different formats:

- **Peer Cohorts** - This is a strategy for building leadership skills, collaboration, learning, and effective use of questions in a group setting.
- **Continuing Coach Education Series** - This focuses on building coaching skills. The programs are specific one-day workshops offered by marketplace leaders.
- **Coaching Skills for Managers Workshops** - Coaching is a powerful tool for any manager seeking to develop others in a learning organization and to maximize employee performance and engagement.
- **Coach Training** - In exchange for the coach training, each individual agrees to serve on TEI's internal coaching cadre and provide approximately 10 hours per month of coaching to other employees for 24 months after beginning the coaching program. TEI manages the matching of the coaches and clients. This program is open to GS-14's (and equivalents) and above.

For FY 2013, TEI provided coaching services to 305 clients using 68 coaches.

Treasury Mentoring Program

In March 2012, Treasury determined a need for mentoring new employees. "Passing the Torch" is designed to provide a valuable and practical experience to a new generation of Treasury employees with less than

three years of federal experience by matching them with mentors who are established Treasury employees. The mentors share their institutional knowledge and information on Treasury culture to successfully transition their mentees into federal service and to help them understand the career opportunities available to them at Treasury.

The program supports and fosters a workforce that is talented, diverse, and inclusive as required by the Executive Order 13583 to promote diversity and inclusion in the federal workforce by providing the mentoring required for the Pathways Program for Recent Graduates (5 C.F.R. § 362.301(b)) and the Presidential Management Fellows Program (5 C.F.R. § 362.405(b)(3)). It also is consistent with Treasury's Strategic Diversity and Inclusion Plan

"Passing the Torch" was launched as a one-year pilot in March 2013, and will conclude in April 2014. A formal matching process resulted in an initial 75 partnerships, and the project involves facilitated orientation; energizer, mid-point, and end of program evaluations; and formal mentoring plans. Treasury employees across nine bureaus (BEP, BFS, DO, FinCEN, IRS, IRS-CC, OCC, OIG, and TTB) and 19 states (including the DC metro area) are participating in the program, and participant feedback after the mid-point evaluation was very positive.

Internship Programs

To attract a diverse applicant pool, Treasury continues to use available hiring flexibilities, such as student intern programs.



Internship programs play a significant role in ensuring a diverse pipeline of talent is available to fill mission critical occupations as an aging workforce is vacating.

Treasury continues to take the lead in establishing/maintaining partnerships with existing external internship programs that attract highly qualified, educated, and diverse students. Internship programs such as the Pathways Program, Hispanic Association of Colleges and Universities' (HACU) Hispanic Serving Institutes National Internship Program (HSINIP), the International Leadership Foundation (ILF), INROADS, Operation Warfighter, the Washington Internship Program for Native Students (WINS), the Workforce Recruitment Program (WRP), The Washington Center, Thurgood Marshall College Fund, and the National Association for Equal Opportunity in Education (NAFEO) provide Treasury and its bureaus an avenue to identify and expand the pool of potential candidates to fill mission critical vacancies and to grow new talent. These partnerships are discussed in detail below.

Hispanic Serving Institutions National Internship Program (HSINIP)

As a way to develop a pipeline of Hispanic employees, Treasury has maintained its partnership with HACU's HSINIP since FY 2004. Viewed as a cornerstone of diversity recruitment, the HSINIP aims to increase employment opportunities for Hispanic students throughout the federal government. During FY 2013, Treasury placed 16 HACU interns throughout the spring, summer, and fall. BFS, DO, IRS, Mint, OCC, and SIGTARP sponsored HSINIP interns.

Washington Internship for Native Students (WINS)

The WINS program provides an opportunity for Native American and Alaska Native students to live in Washington, DC, gain professional work experience through an internship, and earn academic credit. Participants intern at an agency for 36 hours each week and prepare a prescribed portfolio on their work experience and research for a total of six college credits. In FY 2013, IRS and BEP sponsored three interns through the WINS program.

National Association for Equal Opportunity in Education (NAFEO)

NAFEO offers a process for recruiting candidates, with a focus on matching government agencies with well-prepared young professionals, from undergraduate to graduate level candidates, attending Historically Black Colleges and Universities. In FY 2013, DO and IRS sponsored ten interns through the NAFEO.

International Leadership Foundation (ILF)

The ILF program provides Asian American students with exposure to public service. It is a non-profit organization that gives scholarships to Asian American college students and places them in public service internships to help prepare them to become tomorrow's leaders. In FY 2013, BFS sponsored three ILF interns.

Workforce Recruitment Program (WRP)

WRP is a resource to connect public and private sector employers nationwide with highly motivated post-secondary students and recent graduates with disabilities who are eager to prove their abilities in the workforce. Coordinated by the Department of Labor and the Department of Defense, the WRP sends trained recruiters to conduct personal interviews with interested students on college and university campuses annually. From these interviews, it compiled a database containing information on more than 1,500 college students and recent graduates seeking temporary or permanent jobs.

In FY 2013, DO, IRS, and OCC hired four WRP students. Of the four students, two were direct hires as permanent employees in DO's Office of the Chief Information Officer, one was later converted to a permanent hire through the Pathways Program at OCC, and one is on a six month temporary appointment with the possibility of an additional extension at IRS.

The Washington Center for Internships (TWC)

TWC is an independent, non-profit organization serving hundreds of colleges and universities in the United States by providing students challenging opportunities to work and learn in Washington, DC. In FY 2013, the DO hosted five TWC interns.

INROADS Program

INROADS assists agencies in accessing diverse talent through early identification and continuous leadership development of outstanding students. Through its unique leadership development process, INROADS assists agencies with anticipating business needs and identifying quality diverse employees who can contribute to meeting agencies' mission needs.

In FY 2013, OCC hosted 21 interns through INROADS, of which one was converted to a permanent employee in FY 2013.

Operation Warfighter (OWF)

OWF is a temporary assignment/internship program the Department of Defense developed for service members who are convalescing at military treatment facilities (initially in the National Capitol Region but increasingly throughout the United States). The program provides recuperating service members with meaningful activity outside of the hospital environment and offers a formal means of transition back to the military or civilian workforce. In FY 2013, IRS hosted 25 interns through Operation Warfighter. Of the 25 OWF interns, two were converted to permanent employees.

Other Internship Programs

In FY 2013, OCC placed 36 interns through the Pathways Program (29) and the District Financial Internship Program for Entry Level Examiner (7). Of the 36 OCC interns, 20 were converted to permanent employees in FY 2013.

In FY 2013, DO sponsored five interns; one from the Congressional Hispanic Caucus Institute, two from the Conference on Asian Pacific American Leadership, and two from the Robert Toigo Foundation. DO also hosted 223 non-paid volunteer interns and 32 Pathways Program interns. From the 32 Pathways Program interns, ten were converted to permanent employees.

BFS and IRS sponsored 92 interns with disabilities through programs such as the Maryland Department of Rehabilitation (DORS) (4), Fiscal Service Disability Income Program (6), and the Veteran Administration Non-Paid Work Experience Program (82). Of the 82 Non-Paid Work Experience Program interns, IRS converted nine to permanent employees in FY 2013.

FinCEN sponsored 18 interns through its Pathways Program; one intern was converted to a permanent employee in FY 2013.

IRS sponsored 211 interns through Washington Internship Institute (2), IRS Student Veteran Internship Program (19), Student Volunteer Internship Program (42), and Pathways Program (148). Of the 148 pathways interns, 32 were converted to permanent employees.

IRS-CC sponsored 18 interns through Chief Counsel Summer Legal Program (15) and Pathways Program (3). Of the three Pathways Program interns, one was converted to a permanent employee in FY 2013.

Mint sponsored three interns through the Maryland Institution for Minority Achievement and Urban Education/University of Maryland Career Awareness through Career Exploration Program (2) and Pathways Program (1). The one Pathways Program intern was converted to a permanent employee in FY 2013.

Finally, DO, Mint, IRS, and IRS-CC hosted 87 DC summer youth interns in FY 2013.

Essential Element C: Management and Program Accountability

Treasury continues to provide guidance and assistance to its bureaus on the MD-715 requirements for establishing and maintaining a model EEO program.

The Department also continued to enhance the EEO community's access to relevant workforce data by providing quarterly workforce data tables as well as conducting quarterly data reviews to enhance the accuracy of Treasury's workforce data.

OCRD conducted one-on-one basic MD-715 training sessions for new bureau EEO personnel responsible for the preparation of bureau MD-715 reports. The training provided basic guidance on MD-715 reporting requirements, explained how to review workforce data tables, how to identify triggers, and most importantly discussed getting beyond the

data tables to take the next steps in conducting barrier analysis by evaluating relevant policies, practices, procedure, or conditions within the bureaus.

Additionally, OCRD and the HR Connect program office trained the IRS EEO staff on the Workforce Analytics Adhoc Query as a tool for applying workforce data in the barrier analysis process.

Throughout FY 2013, OCRD continued to work with Treasury's HR Connect Program Office and the bureaus to enhance the delivery and usability of Treasury's automated workforce data tables and analysis tools.

Exit Survey Tool and Analysis

Treasury continued using its automated exit survey tool deployed in FY 2010. The exit survey results are a valuable source for guiding bureaus towards identifying potential barriers in the areas of career advancement, professional development, and provision of reasonable accommodations.

During FY 2013, a total of 11,689¹ employees separated from Treasury; 7,684² were permanent/seasonal employees and 4,005 were temporary. Of the separations, 8,197 were voluntary; 7,007 permanent/seasonal and 1,190 temporary. From the voluntarily separating employees, we received a total of 2,038 (26 percent) responses. Of these, 89 percent (1,805) were permanent/seasonal employees, of

¹ Data do not include those employees separating from SIGTARP (29) or OIG (16).

² Exit survey response data are through September 30, 2013, but the HR Connect Program Office provided data on the actual number of separations as of October 5, 2013.

whom 7 percent (122) were persons with disabilities, 342 (17 percent) were veterans, and 11 percent (231) were temporary employees³.

While Whites represent 58 percent of the Department's total permanent workforce, Whites represented 55 percent of the separating permanent/seasonal employees and 70 percent of the respondents who took the exit survey. Males represent 37 percent of the Department's total permanent workforce, 36 percent of the separating permanent/seasonal employees, and 45 percent of those who took the exit survey.

Separating permanent/seasonal employees tended to be older; 78 percent of the permanent/seasonal respondents to the exit survey reported being 50 years of age or older and 55 percent indicated their length of service was more than 25 years. This is not an unexpected result as the reason most frequently cited for separating permanent/seasonal respondents was retirement (1,287 out of 1,805 or 71 percent). Only 19 percent, or 339, identified they were leaving due to a promotion, transfer, or accepting another position. Only 2 percent, or 39, identified resigning for other reasons not listed. The remaining 8 percent cited resignation (60), personal circumstances (42), continuing education (24), end of appointment (7), and self-employment (7).

A high proportion of departing employees identified their Treasury work experience as positive (87 percent of

permanent/seasonal employees). However, a significant percentage (54 percent) of permanent/seasonal employees reported job related stress was not manageable and 33 percent indicated that their workload was not reasonable. Additionally, 48 percent indicated that the morale in their office was not good.

Departing permanent/seasonal employees responded favorably overall to most questions related to work experience. However, a significant number of responses from departing permanent/seasonal employees concerned career growth and having the opportunity to participate in decisions (38 percent) and access to career development opportunities (38 percent).

During the period of October 1, 2012, through September 30, 2013, 150 permanent/seasonal persons with disabilities (PWD) responded to the Department's exit survey. Overall responses from PWD mirrored the overall permanent/seasonal employee responses in that 46 percent (69) had more than 25 years of service, 85 percent (127) were age 50 or older, and 34 percent (51) were veterans. The most frequently cited reason for separation of PWD was retirement (112 or 75 percent), transferring or accepting another job (18 or 12 percent), and other (11 or 7 percent).

Again, the factor most frequently cited by a PWD's decision to leave was job stress (59 percent). Other factors worth noting include pay level in relationship to job responsibilities and performance (50 percent), office morale (47 percent), ability to participate in decision making (45 percent), access to developmental

³ No analysis was conducted on the temporary employees because the number of respondents is insufficient to conduct a statistically significant analysis.

opportunities (45 percent), and reasonableness of workload (41 percent).

81 percent of the respondents indicated their work experience was generally positive and 74 percent stated they would recommend Treasury as a good place to work. However, in contrast to overall responses of separating permanent employees (70 percent), only 62 percent of those separating with a disability said they would be interested in returning to work for Treasury.

Partnership for Public Service *Best Places to Work in the Federal Government* Rankings

Designed to help a broad audience of government leaders, employees, and job seekers, the *Best Places to Work in the Federal Government* rankings draw on responses from nearly 700,000 civil servants to produce a detailed view of employee satisfaction and commitment across 362 federal agencies and subcomponents.

Employee satisfaction and commitment are two necessary ingredients in developing high-performing organizations and attracting top talent. The *Best Places to Work* rankings are an important tool for ensuring that employee satisfaction is a top priority for managers and leaders. The rankings provide a mechanism to hold leaders accountable for the health of their organizations, serve as an early warning sign for agencies in trouble, offer a roadmap for improvement, and give job seekers insight into how federal employees view their agencies.

The Partnership for Public Service uses data from OPM's [Federal Employee Viewpoint Survey](#) (FEVS) to rank agencies and their subcomponents according to a *Best Places to Work* index score. Agencies and subcomponents are not only measured on overall employee satisfaction, but are scored in ten workplace categories, such as effective leadership, employee skills/mission match, pay, teamwork, and work/life balance.

In FY 2013, in the category of large agencies, Treasury was ranked ninth among the top ten best places to work in the Partnership for Public Service's annual *Best Places to Work* report. The Partnership for Public Service report also identified the top large agencies in the categories of effective leadership, employee skills/mission match, pay, strategic management, teamwork, training and development, work/life balance, support for diversity, performance-based rewards and advancement, and alternative work and employee support programs.

Treasury was ranked as one of the top agencies in five of the ten categories: effective leadership (5th), teamwork (3rd), support for diversity (6th), performance-based rewards and advancement (5th), and alternative work and employee support programs (3rd).

The effective leadership category has four subcategories: empowerment, fairness, senior leaders, and supervisors. Treasury was ranked in the top five agencies in two of the four categories: fairness (4th) and supervisors (4th).

In addition, four of Treasury's bureaus were ranked among the top

agency subcomponents: TIGTA (8th),
OIG (16th), OCC (17th), and TTB (25th).

FY 2013 Employee Viewpoint Survey

OPM administered the 2013 FEVS
between April 30 and June 14, 2013, at
82 agencies.

Treasury's 2013 response rate was
55.6 percent with 50,010 out of 89,995
eligible employees responding.
Treasury's 2012 response rate was
slightly higher, at 59.4 percent with
54,890 out of 92,327 eligible
employees responding. As mentioned
above, although we had a slight
decrease in the response rate, it
remained significantly higher than the
government-wide rate of 48 percent.

The FEVS includes a total of 98
questions, of which 84 measure federal
employees' perceptions about how
effectively agencies manage their
workforce and 14 relate to demographic
information. Compared to 2012 results,
Treasury had a decrease in positive
responses (i.e., respondents who

answered "strongly agree" or "agree" /
"very satisfied" or "satisfied") for 60 of
the 84 perception questions. Overall
most of the decreases were slight (less
than 5 percent) and many (45
questions) were equal to or above the
government-wide positive response
rate.

One of the core ways to gauge survey
results about employee perceptions and
engagement is to look at the overall
satisfaction index.⁴

⁴ "Overall satisfaction" is measured by the average of
three EVS questions: question 40 ("I recommend my
organization as a good place to work"), 69

Overall satisfaction government-wide
decreased from 64.7 percent in 2012 to
61.2 percent in 2013. Overall
satisfaction at Treasury decreased from
69.1 percent in 2012 to 62.3 in 2013.

OPM considers a variation of 5
percentage points between current
responses and past responses to be
notable. Department-wide, Treasury
did not have any survey items that
increased, but did have eighteen items
that decreased by 5 percentage points
or more from last year. Among the
eighteen were five survey items that
received a negative response rate of 35
percent or more. These five items,
which OPM considers challenges, vary
across thematic areas and included:

- I have sufficient resources to get
my job done,
- My work unit is able to recruit
people with the right skills,
- Creativity and innovation are
rewarded,
- I believe the results of this survey
will be used to make my agency
a better place to work, and
- I am satisfied with the opportunity
to get a better job in my
organization.

Treasury responses for 37 of the 84
perception questions had positive
ratings of 65 percent or more, which
OPM considers as an organizational
strength. Five of those questions are

("Considering everything, how satisfied are you with
your job?"), and 71 ("Considering everything, how
satisfied are you with your organization?").

included in the “Supervisor” index, which reflects the interpersonal relationships between worker and supervisor, including trust, respect, and support. Treasury’s strong Supervisor index scores, with an average positive score of 76 percent, indicate a high level of satisfaction among its employees with their supervisors.

Based on the 2013 results, management will work with bureaus through quarterly performance reviews with the Deputy Secretary and other venues to identify high-interest items, common barriers, promising initiatives, and goals to improve bureau-specific results.

Performance commitments around the EVS also will be incorporated into the performance plans of all HR officers. Additionally, through bi-monthly data reviews chaired by the CHCO, all human capital leaders will report progress, share lessons learned, and collaborate on solutions. Bureaus occasionally revise their plans during the year based on their own or other bureaus’ experiences. HR believes that past efforts contributed to BEP’s significant increase in overall satisfaction this year (from 63.3 in 2012 to 71.2 percent in 2013).

Audit Program

To strengthen the Department’s oversight of its bureaus, OCRD continued deploying the EEO audit program it established in FY 2008. During the third quarter of FY 2013, OCRD audited OCC. Overall OCRD found that OCC had a very good program. In fact, we noted that OCC ranked 15th out of 299 agencies in the FY 2013 *Best Places to Work* ranking in

“Support for Diversity.” OCRD shared the results of the audit with OCC’s senior leadership during the fourth quarter of FY 2013.

In addition, OCRD formally assessed the bureaus’ progress in implementing the recommendations set forth in previous audit reports issued during FY 2011 through FY 2012 and instituted follow up where appropriate.

Essential Element D: Proactive Prevention of Unlawful Discrimination

Special Emphasis Programs

Special Emphasis Programs (SEPs) provide a framework for incorporating EEO principles of fairness and equal opportunity into the fabric of the Department, across the employment spectrum. Established throughout Treasury, the three federally mandated SEPs – the Hispanic Employment Program, the Federal Women’s Program, and the Persons with Disabilities Program – reflect Treasury’s commitment to equal opportunity, dignity, and respect. At their discretion, individual bureaus have also established other SEPs such as the African-American, Asian American/Pacific Islander, and the American Indian/Alaska Native employment programs.

SEP managers and coordinators serve as resource persons or advisors on the unique concerns of the particular constituent group and support internship programs and other partnerships discussed previously.

Treasury-wide Diversity Training Events

In FY 2013, Treasury's Executive Institute (TEI) established a curriculum and hosted a variety of training sessions for Treasury employees and managers geared towards enhancing knowledge of diversity and inclusion with additional emphasis on leveraging diversity through leadership development and conflict management. Specific sessions included:

- High Performing Organizations Start with High Performing People
- The Blame Game Workshop: How the Hidden Rules of Credit and Blame Determine Our Success or Failure
- On Saudi Arabia: Its People, Past, Religion, Fault Lines – and Future
- Crucial Conversations 11/6 & 8/19
- Generations in the Workforce – Private Teambuilding
- Transformational Leadership and the Management of Change
- To Sell is Human: The Surprising Truth about Moving Others
- Diversity and Inclusion: A Leadership Imperative Workshop
- Leading at the Speed of Trust
- Harnessing the Power of Multiple Generations in the Workforce
- Becoming Conflict Competent
- The Surprising Truth about Moving Others
- What it Takes: Enablers and Barriers to Minorities in the Executive Suite
- Pushback: How Smart Women Ask & Stand Up for What They Want
- The Blame Game Workshop: How the Hidden Rules of Credit and Blame Determine Our Success or Failure
- Positive Leadership: Strategies for Extraordinary Performance
- Performance Maximizing Leadership
- Leading a Diverse Workforce: A Facilitated Discussion on Topical Articles
- Coaching Services: Moving to the Next Level of Effectiveness
- Five Dysfunctions of a Team – Facilitated Discussion Group for Team Leaders
- Strengths-Based Leadership
- Resilience: Maximizing Your Performance
- Engaging Employees in Challenging Times: A Panel Discussion
- Managing Up—How to Lead Your Boss to an A-Game Performance
- Collaborative Leadership 101: How to Lead So Others Want to Work Together
- Arbinger Foundations: Enhancing the Power of your Greatest Asset to Drive Individual and Organizational Results.
- Leading Across Generations
- Working With Introverted Clients
- Quiet Influence
- Leading Across Generations
- Crucial Accountability
- Creating Fruitful Careers and Cultivating Nourishing Workplaces
- Introduction to Emotional Intelligence (EQ)
- Out Think: How to Lead a Culture of Results-Driven Innovation
- Strengths Based Leadership
- Creating Sustainable Performance

OCRD also sponsored a number of employees' attendance at the diversity change agent course developed by Department of Labor.

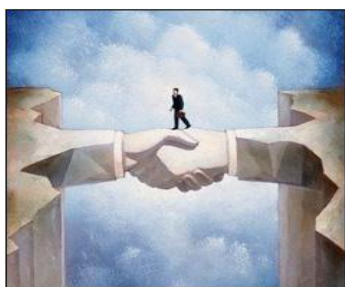
Alternative Dispute Prevention (ADR)

Treasury has devoted significant resources to resolving conflict through dispute prevention and through ADR methods. Conflicts that result in formal disputes are costly and disruptive to the workforce.

This year, the Department designated June as Dispute Prevention Month, a time to focus

our efforts to minimize workplace conflicts that can undermine productivity.

In support of Dispute Prevention Month, OCRD encouraged employees to take advantage of training opportunities available to all employees through the Treasury Learning Management System or Enterprise Learning Management System. Online training offered included:



- Workplace Conflict: Recognizing and Responding to Conflict,
- Leading Teams: Dealing with Conflict, and
- Analyzing Workplace War Zones.
- Treasury also made a short video, "Conflict Resolution – Resolve Conflict by Changing Beliefs," available to all employees on its intranet.

In FY 2013, 96 percent of EEO counseling contacts were offered ADR, and 60 percent of those offered ADR participated in ADR at the informal level.

ADR Offered to Complainants (Informal) FY 2013

Total Counseling	704
Total ADR Offered	678
Total Accepted	421
Offer Rate	96%
Acceptance Rate	60%

During FY 2013, Treasury exceeded its formal ADR offer goal of 80 percent, achieving an 82 percent ADR offer rate. However, only 16 percent of complainants offered ADR participated in FY 2013.

ADR Offered to Complainants (Formal) FY 2013

Formal Complaints	342
Total ADR Offered	280
Total Accepted	47
Offer Rate	82%
Acceptance Rate	16%

Treasury Shared Neutrals Program (TSN)

Through TSN, Treasury maintains a nationwide cadre of certified and highly trained neutrals (also known as mediators). TSN neutrals are employees trained in the art of mediation who voluntarily serve on a collateral-duty basis. Their objective is to assist bureaus in resolving all types of workplace disputes at the earliest stages of the conflict and to provide a resolution through mediation, facilitation, and coaching.

During the FY 2013 cycle, TSN completed 30 mediations/facilitations and had a 57 percent resolution rate, with 17 successful resolutions. To preserve our

record of quality service, TSN made certain every member of the cadre completed the recertification process. In this process, 47 mediators certified for the 2014 - 2015 TSN cycle. Additionally, to expand the cadre, Treasury sponsored a Basic/Advanced Mediation training (required of all new TSN mediators) that allowed 20 Treasury employees to begin their journey to become certified TSN mediators. The Federal Mediation and Conciliation Service facilitated the training for new mediators and each bureau was encouraged to recommend a training participant.

Throughout FY 2013, the OCC Office of Minority and Women Inclusion completed the last cycle of a four-year commitment as administrator for the TSN. Beginning in FY 2014, TSN administration functions transferred to BFS.

Essential Element E: Efficiency

Treasury has sufficient staffing, funding, and authority to comply with the time frames established in EEOC regulations for processing complaints of employment discrimination. 29 C.F.R. § 1614.106. Treasury promotes and uses an efficient and fair dispute resolution process and has a system in place for evaluating the impact and effectiveness of its EEO complaint processing program.

Treasury's compliance management system, I-Trak, continues to provide greater Department-wide tracking and case management capabilities for both the formal and informal complaint process.

Discrimination Complaints

In the area of discrimination complaints, OCRD is responsible for providing authoritative advice to bureau EEO staff and the Treasury Complaint Center. OCRD also develops complaint policies and procedures and produces high quality final agency decisions. In addition, OCRD oversees Treasury's appeal process, tracks all appeal decisions, and monitors compliance with EEOC decisions.

The Treasury Complaint Center, located in Dallas, TX is responsible for the acceptance and investigation of all formal complaints of discrimination, except for those cases that would present a conflict of interest.

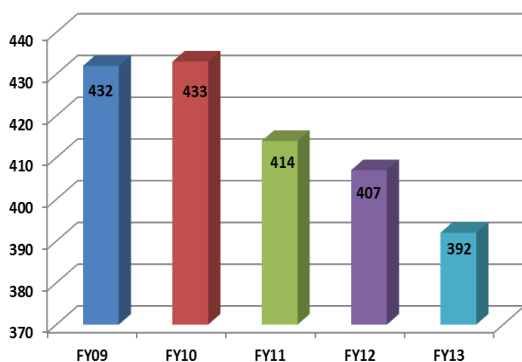
Discrimination complaints may be accepted on the basis of race, color, national origin, religion, sex, age, disability, protected genetic information, or reprisal.

Treasury also has special procedures for handling complaints on the basis of sexual orientation or parental status. These two bases were added in response to Executive Orders.

Complaint Activity

Treasury timely submitted the EEOC 462 Report in November 2013. The 462 Report is an annual assessment of an agency's formal and informal complaints, and of avenues used to resolve issues prior to and during the complaint process.

As shown in the following chart, during FY 2013, the number of EEO complaints filed by Treasury employees and applicants (392) decreased by 3.7 percent (15) from the number filed in FY 2012 (407).



* Prior to FY 2010, protected genetic information complaints were processed under the Department's modified procedures. Since the passing of the Genetic Information Non-Discrimination Act (GINA) in November 2009, these complaints have been processed as EEO complaints in the statutory complaint process.

At the close of FY 2012, Treasury had 539 complaints pending that were carried over to FY 2013. During FY 2013, 392 complaints were filed and Treasury closed 342 complaints.

In FY 2013, the Department timely completed 98 percent of EEO counselings, an increase of 1.4 percent from 96.6 percent in FY 2012.

By the end of FY 2013, Treasury personnel completed 276 investigations. There were 77 investigations (47.4 percent) completed within 180 days, 173 (50.2 percent) completed between 181-360 days, and 26 (2.5 percent) investigations completed in 361 or more days. 65 percent of all investigations were timely completed, a decrease from 87 percent in FY 2012.

In FY 2013, Treasury issued 146 final agency decisions in cases where a hearing was not requested. Of these

decisions, 113 were merit decisions and 33 were procedural dismissals. In FY 2013, there were no findings of discrimination.

Overall in FY 2013, Treasury processed 113 merit decisions within an average of 52 processing days, which is well below the 60 days mandated by EEOC. Eighty-three percent (94) of those merit decisions were issued within 60 days of receipt of the decision request, a slight decrease from the 88 percent (108) that were timely issued in FY 2012.

Treasury issued 93 final agency actions in cases with an administrative judge's decision (i.e., cases where a hearing was requested); none involved a finding of discrimination.

At the end of FY 2013, Treasury had 589 complaints pending. Pending complaints can be at the acknowledgement, investigation, hearing, or final agency decision stages.

At the end of FY 2013, 39 percent of pending complaints were at the investigation stage. Forty-nine percent were pending a hearing before an EEOC administrative judge.⁵ A total of 29 (5 percent) of the complaints remained pending in the final agency decision/action phase, with the remaining 39 (7 percent) pending written notification.

At Treasury, the most frequently cited bases for complaints are sex, disability, and age, and the most frequently cited issues are harassment (non-sexual), terms and conditions of employment, and

⁵ Case decisions pending before an EEOC administrative judge are outside Treasury's control.

promotion/non-selection. The issues and bases found at Treasury mirror government-wide trends.

While the Department consistently strives to improve the efficiency of our complaint processing, we also strive to avoid sacrificing quality for speed. To emphasize the quality of products delivered from the Department's complaint processing staff, we note that Treasury continues to have one of the lowest reversal rates for procedural decisions among the 14 cabinet level agencies. In FY 2011,⁶ Treasury had the fourth lowest reversal rate among cabinet level agencies, with the EEOC reversing only 11.1 percent (4) of its procedural decisions (the decision reversal rates for all cabinet level agencies ranged from 0 percent to 50.0 percent).

EEOC Procedural Closure Reversal Rates for Cabinet Level Agencies (FY 2011)

Agency	# EEOC Procedural Closures	# EEOC Procedural Reversals	% of EEOC Procedural Reversals
Labor	10	0	0.0
Interior	16	0	0.0
Commerce	89	7	7.9
Treasury	36	4	11.1
DOT	55	7	12.7
DHS	110	17	15.5
DOJ	76	13	17.1
HUD	11	2	18.2
VA	190	43	22.6
State	12	3	25.0
USDA	42	12	28.6
HHS	31	11	35.5
Education	2	1	50.0

⁶ FY 2011 is the latest year for which government-wide complaint data are available.

The percentage of Treasury employees who filed formal EEO complaints has fallen from 0.47 percent of the workforce in FY 2005 (577 complainants) to 0.36 percent in FY 2013 (392 complainants). According to the EEOC, in FY 2011, Treasury had the second fewest complainants as a percentage of the workforce (0.29 percent) of all the cabinet level agencies.

EEO Complainants as a Percentage of the Workforce (FY 2011)*

Agency	Complainants as a Percentage of Total Workforce
State	0.16
Treasury	0.29
Interior	0.36
USDA	0.45
Energy	unavailable
HHS	0.55
DOT	0.55
DOJ	0.59
DHS	0.61
VA	0.66
Commerce	0.67
Labor	0.84
Education	0.86
HUD	1.05

* Note that since a complainant may file more than one complaint, the number of complainants is typically fewer than the number of complaints.

OCR and the Treasury Complaint Center (TCC) have identified a need for a digital system to support the collection and organization of discrimination complaint case materials in an electronic repository. A major goal of the electronic complaint system is to create a paperless formal complaint file that meets EEOC requirements for electronic complaint file submissions.

The Electronic Complaints (E-Complaints) system will be built on Treasury's Enterprise Content Management platform. Once operational, the centralized, online repository will allow OCRD and TCC to access and share EEO documents more easily. Another important goal of the system is that it will enable Treasury personnel to produce final digital complaint files "in-house" efficiently, rather than needing to hire a contractor to produce digital complaint files. This should result in major cost savings. Treasury expects work on E-Complaints to be complete in March 2014.

Essential Element F: Responsiveness and Legal Compliance

Treasury is in compliance with the law, including EEOC regulations, directives, orders, and other instructions. The Department has posted all required No FEAR Act information, provided the required training, and consistently filed timely MD-715 and EEOC Form 462 reports, as well as other reports required by EEOC and OPM.

External Civil Rights

OCRD promotes compliance with the external civil rights laws applicable to all of Treasury's federally conducted and assisted programs. Treasury's nondiscrimination policy provides that individuals have equal opportunity to participate in, and receive benefits from, all Department-funded programs and activities. OCRD develops policy, conducts oversight, and provides technical assistance and training to the Treasury bureaus to promote compliance. OCRD also processes

complaints from individuals alleging discrimination in Treasury conducted or assisted programs and activities. In addition to its Treasury-wide responsibilities, OCRD also manages the external civil rights program for DO.

Programs offering federal financial assistance are defined as programs providing monetary or non-monetary assistance to a recipient to support a public purpose. Federal financial assistance includes, but is not limited to, grants and loans of federal funds; grants or donations of federal property; training; details of federal personnel; and any agreement, arrangement, or other contract that has as one of its purposes the provision of assistance. A federally conducted program or activity is, in simple terms, anything a federal agency does.

Civil rights complaints alleging race, color, or national origin discrimination in programs or activities receiving Treasury financial assistance may be filed pursuant to Title VI of the Civil Rights Act of 1964. Complaints alleging age discrimination in Treasury assisted programs may be filed pursuant to the Age Discrimination Act of 1975. Complaints alleging sex discrimination in Treasury assisted educational programs may be filed pursuant to Title IX of the Education Amendments of 1972. Complaints alleging disability discrimination in programs or activities receiving financial assistance from, or conducted by, the Department may be filed pursuant to Section 504 of the Rehabilitation Act of 1973. Complaints alleging denial of accessibility to electronic and information technology in use by the Department may be filed pursuant to Section 508 of the Rehabilitation Act.

In FY 2013, Treasury received 26 complaints of discrimination or inquiries pertaining to the external civil rights program, compared to 39 complaints and inquiries received during FY 2012. Of the external complaints filed in FY 2013, seven were determined to fall under Treasury's jurisdiction and were accepted for investigation. There were no findings of discrimination.

During FY 2013, OCRD continued to provide technical assistance throughout the Department, including to the IRS Civil Rights Division and the Office of Financial Stability (OFS).

This year, Treasury participated in developing a language access training video. The video is being developed by the Interagency Working Group on Limited English Proficiency (LEP), and consists of a series of vignettes. Two of these vignettes feature IRS language access procedures. The video will provide valuable training to federal employees about the best practices when interacting with limited English proficient individuals, providing language services, and meaningful access. OCRD also conducted two accessibility training sessions highlighting the 40th Anniversary of the Rehabilitation Act. The Department continues to take steps to ensure access to its programs. For example, BEP released a new money reading application for the blind and individuals with visual impairments to be used on mobile phones.

OCRD worked with the Treasury web team to develop the Treasury Multilingual Portal. OCRD procured the translations. Information about Treasury's programs will appear in Chinese, Korean, Tagalog, Vietnamese, and Arabic. OCRD also

translated content for the Office of the Curator and TIGTA.

OCRD took the lead in completing the work to meet Treasury's goals under the White House Initiative on Asian American and Pacific Islanders (WHIAAPI).

Agency/Bureau State of the Agency MD-715 Briefings

During FY 2013, Treasury conducted its FY 2012 State of the Agency Briefing with senior leadership.

Immediately following the submission of Treasury's



FY 2013 MD-715 report, OCRD will brief senior leadership on the Department's status in maintaining a model EEO Program during FY 2013.

The Department also continued to hold its one-on-one briefings with each of its bureaus in an effort to improve the mutual understanding of bureau program deficiencies and workforce triggers and barriers. As previously noted, each bureau, regardless of its size, has its own reporting structure for its EEO and HR functions and establishes its own policy and procedures regarding the hiring, recruitment, and retention of employees. Therefore, the required barrier analysis must be completed at the bureau level.

These briefings provide a forum for OCRD and bureau EEO staffs to dialogue about possible internal and external factors that may contribute to

triggers or barriers, recommend the direction of the bureau barrier analysis, and identify corporate strategies that may assist bureaus in determining if workplace barriers exist.

OCRDR provided each bureau an assessment of its FY 2012 MD-715 report, acknowledging accomplishments and noting areas for improvement. OCRDR continues to require each bureau to select key areas and conduct or at least initiate the required barrier analyses to determine if barriers exist. If barriers were found, the bureaus were required to prepare a PART I, EEO Plans to Eliminate Identified Barrier during FY 2012. If no barrier existed, then the bureaus were required to either submit a PART I with the required analysis that proved no barriers exist or include the detailed information in its MD-715 executive summary. OCRDR will be reviewing bureau reports on barrier analysis and will provide feedback to the bureaus and a summary of actions in next year's report.

Workforce Demographics

The MD-715 report contains Treasury's workforce demographics over the nine-year period of FY 2005 to 2013.⁷ The two groups whose participation rates

⁷ During FY 2003, several former Treasury components were placed within the Department of Homeland Security and the Department of Justice. These Treasury components included the U.S. Secret Service, U.S. Customs Service, and Federal Law Enforcement Training Center, which were incorporated into the new Department of Homeland Security, as well as the Bureau of Alcohol, Tobacco, and Firearms, which was transferred to the Department of Justice. These changes continued to impact the Department throughout FY 2004, thus data from FY05 are the beginning point used for any trend analysis of Treasury's workforce.

have been of the most concern at the Department have been Hispanics and individuals with targeted disabilities.

For a cabinet level agency the size of Treasury, it is impractical to expect any demographic data to change by more than a percent point in a single fiscal year. Indeed, such data typically varies only by tenths of a percent from one year to the next. However, as a result of the bureaus' established recruitment and outreach plans to increase diversity in those areas with lower than expected participation rates (see bureau MD-715 Reports for analysis and PART I's associated with bureau specific triggers/barrier analysis), Treasury has noted significant progress in increasing the participation rates for Hispanics and maintaining its participation rate for individuals with targeted disabilities. According to EEOC's FY 2011 Annual Report,⁸ the Department continued to maintain the highest participation rate of individuals with targeted disabilities among cabinet level agencies. And of significant note, in FY 2013, the Department came very close to meeting its goal that 2 percent of all new permanent hires would be persons with targeted disabilities (PWTD) (1.82 percent) and met the goal that 10 percent of all new permanent hires be persons with disabilities (PWD) (12.12 percent).

Participation Rates in the Permanent Workforce

As of the close of FY 2013, Treasury had 108,997 permanent employees, a decrease of 5,157 (-4.52 percent net change) employees from FY 2012. This decrease is due primarily to reduced budgets that limited hiring opportunities

⁸ FY 2011 is the most current government-wide workforce data available.

for much of Treasury in FY 2013. When examining workforce demographics, comparisons are made to the 2010 Civilian Labor Force (CLF)⁹ availability rates. However, with the release of the 2010 Census data tool¹⁰ at the end of FY 2013, Treasury and its bureaus established a more realistic benchmark comparator based on the overall occupational composition of Treasury's total workforce.

Treasury identified all the occupations within its workforce, pulled the relevant occupational CLF's, and identified availability rates for each occupation to determine the proper weight each occupation should be given to determine the overall Relevant CLF (RCLF) to compare to the Treasury workforce. The weighting of the actual availability rate of each occupation in the labor force is the most critical part of determining the appropriate benchmark. Secretaries, for example, comprise approximately 0.56 percent of the civilian workforce but the RCLF availability rate for secretaries is 96.1 percent women. If not properly weighted based on the 0.56 percent availability rate in the workforce, it could give a very misleading comparator as to what the representation of women could be. As a result, Treasury now has a more realistic comparator for availability rates by ethnicity race indicator (ERI) and gender based solely on those occupations employed at the Department. When compared to the National CLF availability rates, the new

RCLF comparator shows the following by ERI and gender:

- Men 31.58 percent RCLF vs. 51.86 percent CLF
- Women 68.42 percent RCLF vs. 48.14 percent CLF
- Hispanic men 2.61 percent RCLF vs. 5.17 percent CLF
- Hispanic women 6.23 percent RCLF vs. 4.79 percent CLF
- White men 23.72 percent RCLF vs. 38.33 percent CLF
- White women 50.52 percent RCLF vs. 34.03 percent CLF
- Black men 2.97 percent vs. 5.43 percent CLF
- Black women 8.02 percent vs. 6.53 percent CLF
- American Indian/Alaska Native men 0.24 percent RCLF vs. 0.55 percent CLF
- American Indian/Alaska Native women 0.68 percent RCLF vs. 0.53 percent CLF
- Asian men 1.83 percent RCLF vs. 1.97 percent CLF
- Asian women 2.54 percent RCLF vs. 1.93 percent CLF
- Native Hawaiian or Other Pacific Islander men 0.04 percent RCLF vs. 0.07 percent CLF
- Native Hawaiian or Other Pacific Islander women 0.09 percent RCLF vs. 0.07 percent CLF
- Two or More Race men 0.16 percent RCLF vs. 0.26 percent CLF
- Two or More Race Women 0.36 percent RCLF vs. 0.28 percent CLF

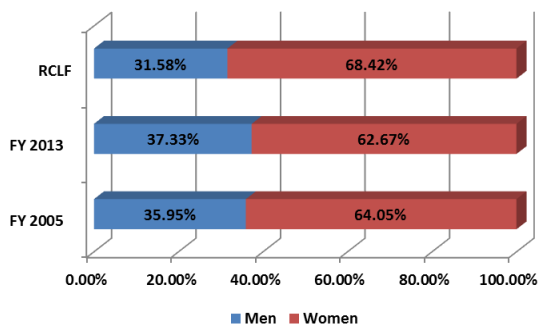
⁹ CLF data are derived from the 2010 census reflecting persons 16 years of age or older who are employed or are seeking employment and adjusted for citizenship, excluding those in the Armed Services.

¹⁰ The 2010 EEO Data tool utilizes data extracted from the 2006 - 2010 American Community Survey.

A comparison of FY 2013 participation rates in Treasury's permanent workforce for men and women shows little change from FY 2005. However, based on the new RCLF availability rates, we see that the actual participation rate for women (62.87 percent compared to 68.42

percent RCLF) and men (37.13 percent compared to 31.58 percent RCLF) are very close to their RCLF availability rates. The new RCLF also gives us a better understanding as to why the participation rate for women at the Department is significantly above the CLF availability rate (48.14 percent CLF compared to 68.42 percent RCLF) and the participation rate for men is significantly below the CLF availability rate (37.33 percent CLF compared to 31.58 percent RCLF).

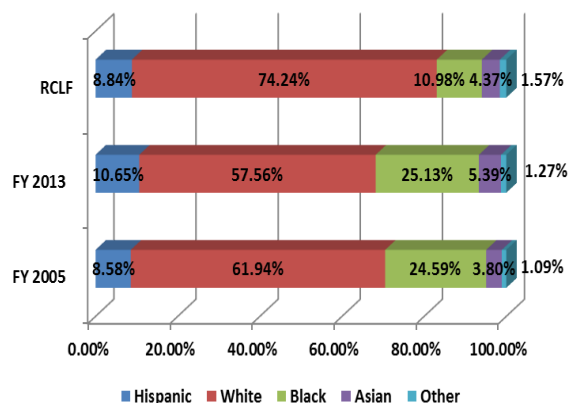
**Demographics and
RCLF Comparison by Gender
FY05 and FY 2013**



In FY 2005, Treasury's permanent workforce was 61.9 percent White and 38.1 percent non-White. In FY 2013, the participation rate for Whites decreased to 57.6 percent of the workforce and non-Whites increased to 42.4 percent. Thus, Treasury has noted a positive trend in the increased participation rate for non-Whites in the overall workforce. In fact, Hispanics (10.7 percent compared to 8.8 percent RCLF), Blacks (25.1 percent compared to 10.99 percent RCLF), Asians (5.4 percent compared to 4.4 percent RCLF), and Native Hawaiian or Other Pacific Islanders (0.17 percent compared to 0.11 percent RCLF) are participating at rates greater than their RCLF availability rates. American Indian/Alaska Natives (0.88 percent compared to 0.92 percent RCLF)

are participating at rates very close to their availability rates. Whites (57.6 percent compared to 74.3 percent) and Two or More Races (0.24 percent compared to 0.52 percent RCLF) are the only groups participating at rates below their RCLF availability rates. When geography is taken into consideration, the greater than expected participation rate for Blacks is largely impacted by the IRS' largest business unit, Wage and Investment (W&I), which makes up 38 percent of the Treasury permanent workforce. W&I Headquarters is located in Atlanta, Georgia, and has an overall participation rate of 27.38 percent Blacks; this participation rate significantly impacts the overall participation rate for Blacks at the Department.

**Demographics and
RCLF Comparison by ERI
FY05 and FY 2013**

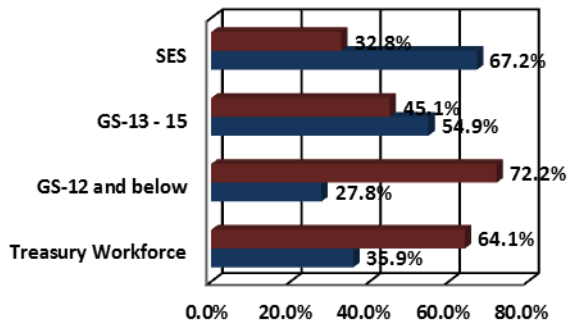


* Other includes employees who are American Indian Alaska Natives, Native Hawaiian or Other Pacific Islanders, and Two or More Races

Another area of focus for the Department is the grade distribution of men/women and White/non-Whites in Treasury's workforce, particularly in the higher grades. Over the last nine years, Treasury has seen a significantly increased participation rate for women in the GS-13 through GS-15 grades and in SES positions. At the GS-13 through

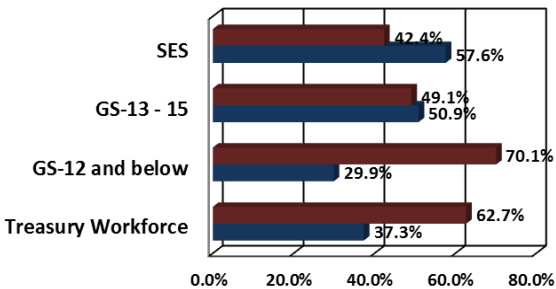
GS-15 grade level, the participation rate for women increased by 4 percent, from 45.1 percent in FY 2005 to 49.1 percent in FY 2013. At the SES level, the participation rate for women increased by 9.6 percent, from 32.8 percent in FY 2005 to 42.4 percent in FY 2013.

FY05 Grade Distribution by Gender



	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Women	64.1%	72.2%	45.1%	32.8%
Men	35.9%	27.8%	54.9%	67.2%

FY 2013 Grade Distribution by Gender

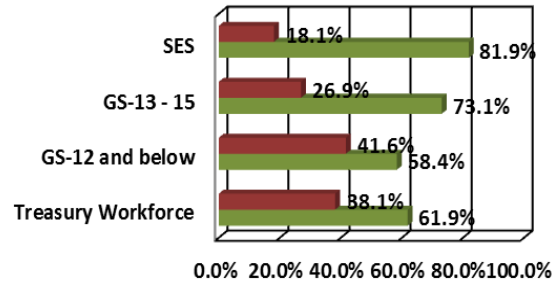


	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Women	62.7%	70.1%	49.1%	42.4%
Men	37.3%	29.9%	50.9%	57.6%

The Department has also seen an increased participation rate for non-Whites in the higher grades. At the GS-13 through GS-15 grade level, the participation rate for non-Whites increased by 7.3 percent, from 26.9 percent in FY 2005 to 34.2 percent in FY 2013. At the SES level, the participation rate increased by 3.1 percent, from 18.1

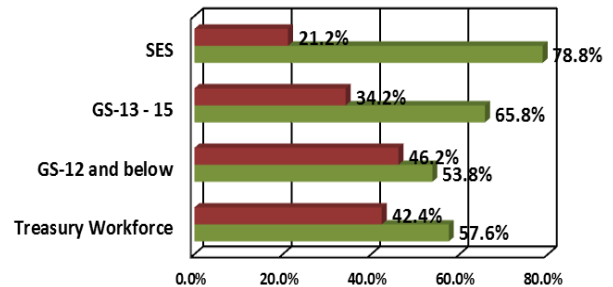
percent in FY 2005 to 21.2 percent in FY 2013.

FY05 Grade Distribution by White and Non-White



	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Non White	38.1%	41.6%	26.9%	18.1%
White	61.9%	58.4%	73.1%	81.9%

FY 2013 Grade Distribution by White and Non-White



	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Non White	42.4%	46.2%	34.2%	21.2%
White	57.6%	53.8%	65.8%	78.8%

Asian/Pacific Islanders

A study of Asian/Pacific Islander employment trends at Treasury was undertaken during FY 2013 and focused on FY 2008 through FY 2012. Limited data from the first two quarters of FY 2013 (October 1, 2012 through March 30, 2013) was incorporated. However, due to limited hiring at most bureaus as a result of sequestration and its impact on the Department and its bureaus' budgets, this study primarily focused on historical trends from FY 2008 – FY 2012.

The report showed that at Treasury, the participation rate for Asian/Pacific Islanders in FY 2011 was 5.2 percent; while this participation rate is slightly below the FW participation rate (5.6 percent), it is significantly above the CLF availability rate (3.8 percent). According to the OPM FY 2011 FEORP report, Treasury was one of 12 agencies (out of a total of 18 agencies) that exceeded the CLF availability rate for Asian/Pacific Islanders. In FY 2011, Asian/Pacific Islander men represented 2.2 percent of the Treasury workforce (compared to 3.1 percent of the FW) and Asian/Pacific Islander women represented 3 percent (compared to 2.6 percent FW).

The report also showed that in FY 2012, the Department's participation rate for Asian/Pacific Islanders increased to 5.4 percent. In FY 2008, the Department's participation rate was 4.6 percent, and there have been increases in the Department's employment rate of Asian/Pacific Islanders throughout the entire five-year period covered by the report.

The Department's FY 2013 data (as of pay period 10 ending on June 1, 2013) showed that Asian/Pacific Islanders represent 5.4 percent of the Department's workforce, the same 5.4 percent participation rate reported in FY 2012.

Further details of the analysis of Asian/Pacific Islander employment trends can be found in the attached copy of our report; *Asian/Pacific Islander Employment Trends: A Deeper Look*.

Hispanics at Treasury

OPM released its FY 2012 government-wide Hispanic Employment Data Report

to the President on September 18, 2013. This report examines Hispanic permanent representation in the federal government as of September 18, 2013. The report states that, at the end of FY 2012, the percentage of Hispanics in the permanent federal workforce increased from 8.1 percent in FY 2011 to 8.2 percent.

The Department of the Treasury, the Department of Homeland Security, NASA, and the Department of Labor accounted for approximately 49 percent of all Hispanic permanent new hires in FY 2012. However, Treasury saw a decrease in the number of permanent Hispanic new hires from FY 2010 (14.7 percent) to FY 2011 (10.0 percent), primarily due to limited hiring at the IRS. The Department of Homeland Security continued to employ the largest percentage of Hispanics, with 20.9 percent of its total workforce identified as Hispanic, followed by the Social Security Administration (14.5 percent), the EEOC (13.6 percent), and the Department of the Treasury (9.5 percent)¹¹.

In FY 2013, Treasury's employment participation rate of Hispanics (10.7 percent) is above both the CLF (9.9 percent) and the RCLF (8.8 percent) availability rates.

Treasury had a slight increase in the Department's Hispanic representation from FY 2012 (10.5 percent) to FY 2013 (10.7 percent). Hispanics also are represented in the Department's workforce at a rate significantly above the government-wide rate of 8.1 percent.

¹¹ OPM reported Treasury's FY 2012 participation rate for permanent Hispanics employees as being 9.5%. However, Treasury's participation rate of permanent Hispanic employees was 10.6%. We note that the difference is the result of OPM excluding IRS' permanent seasonal employees.

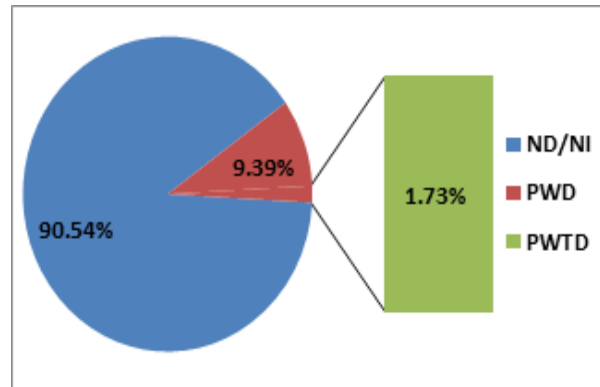
Employees with Targeted Disabilities

Treasury continues to maintain the highest participation rate of employees with targeted disabilities^[12] of all the cabinet-level agencies, as it has since FY 2004.^[13] In FY 2012, each Treasury bureau set numerical hiring goals to meet or exceed the Department's 10 percent goal for people with disabilities, including a 2 percent sub-goal for people with targeted disabilities. Despite the decrease in the overall federal budget in FY 2013, the Department nearly met its goal that 2 percent of all new permanent hires would be persons with targeted disabilities (PWTD) (1.82 percent) and exceeded the goal that 10 percent of all new permanent hires be persons with disabilities (PWD) (12.12 percent). We are pleased to note that two Treasury bureaus met the overall goal that 2 percent of all new hires be PWTD: IRS (2.23 percent) and SIGTARP (3.45 percent).

Although the Department's overall number of permanent employees with targeted disabilities decreased from 1,927 in FY 2012 to 1,869 in FY 2013, the total size of Treasury's permanent

workforce also decreased from 110,966 to 107,586. As a result, at the end of FY 2013, the Department's overall participation rate of permanent employees with targeted disabilities decreased only slightly, from 1.74 percent in FY 2012 to 1.73 percent in FY 2013.

FY 2013 Participation Rate for PWTD



^[12] Disability data are gathered from OPM's Standard Form (SF) 256, which allows federal employees to self-identify as having any of a variety of impairments. "Targeted disabilities" are those impairments identified on Part I of the SF-256 as "Targeted/Severe Disabilities." The EEOC has instructed federal agencies to focus on people with targeted disabilities, generally because these impairments are obvious during the hiring stage and present evident need for reasonable accommodation. The targeted disabilities are deafness, blindness, paralysis, missing extremities, epilepsy, dwarfism, psychiatric disability, and severe intellectual disability.

^[13] Government-wide data for FY 2012 is not available at this time; however, we anticipate little to no change in the Department's ranking.

FY 2012 Disability Participation Rates By Bureau (Permanent)

Bureau	TOTAL	PWD #	PWD %	PWTD #	PWTD %
BEP	1,855	117	6.31%	14	0.75%
BPD	1,990	214	10.75%	22	1.11%
DO	1,669	76	4.55%	10	0.60%
FinCEN	268	19	7.09%	3	1.12%
FMS	1,322	105	7.94%	18	1.36%
IRS	91,204	8,954	9.82%	1,725	1.89%
IRS-CC	2,162	124	5.74%	26	1.20%
Mint	1,665	201	12.07%	21	1.26%
OCC	3,919	197	5.03%	11	0.28%
OIG	165	11	6.67%	2	1.21%
SIGT	146	8	5.40%	1	0.68%
TIGTA	756	36	4.76%	4	0.53%
TTB	465	38	8.17%	3	0.65%
TOTAL	107,586	10,100	9.39%	1,860	1.73%

Treasury's employment of individuals with disabilities continues to be a Human Capital Advisory Council (HCAC) focus. As a result, the Department established a Treasury-wide sign language interpreter contract for its deaf/hard of hearing employees, applicants, guests, and visitors. This is part of the Department's strategic efforts to support Executive Order 13548 to promote a diverse and inclusive workforce that is responsive to the needs of people with disabilities. In addition, disability dashboards are provided quarterly to assist the HCAC and the Department's leadership with monitoring the bureaus' progress in

meeting their hiring goals. OCRD also includes a disability awareness section in its quarterly newsletter. Through the newsletter and other sources, Treasury informs hiring managers of various resources that provide assistance with the employment of qualified people with disabilities (e.g., OPM's Bender Consulting Services, the Division of Rehabilitation Services (DORS), and State Vocational Rehabilitation Agencies) and encourages their use.

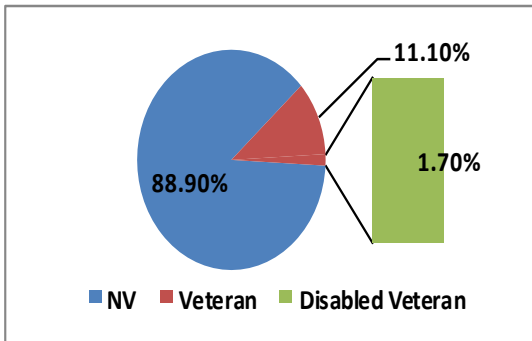
Veterans at Treasury

Treasury is committed to achieving a workforce that includes those who have served in the defense of our country. In fact, in FY 2013, Treasury hired a full-time Veterans Employment Program Manager who also happens to be a veteran.

While OPM did not establish standard veterans hiring or retention goals in FY 2013, Treasury set its own numerical goals based on year-over-year improvement. As a result, in FY 2013, Treasury maintained its participation rate of veterans in the workforce (11.1 percent). Of the 11.1 percent of veterans in the workforce, 1.7 percent was disabled veterans. The Department's veteran new-hire rate (17.4 percent) is slightly below the Treasury goal of 18.4 percent. In addition, the disabled veteran new hire rate of 4.0 percent is slightly below the 5.9 percent Treasury goal. Although Treasury is slightly below its veteran hiring target rate, its FY 2013 hiring data show an improvement in veteran hiring when compared to our FY 2012 data - 14 percent of the Department's new hires in FY 2013 were appointed through a veteran's preference hiring authority as compared to 13 percent in FY 2012. The Department

continued to take full advantage of special hiring authorities designed to reduce the processing time to non-competitively hire qualified veterans and disabled veterans.

FY 2013 Veteran/Disabled Veterans in the Workforce



Employing veterans and disabled veterans at Treasury continues as a focus of the Human Capital Advisory Council (HCAC). As a result, a veterans dashboard is provided quarterly to assist the HCAC and the Department's leadership with monitoring the bureaus' progress in meeting veteran hiring goals. In addition, OCRD includes a veteran awareness section in its quarterly newsletter. Through the newsletter and other sources, Treasury informs hiring managers, supervisors, and human resources personnel of their roles and responsibilities in hiring and advancing veterans, including veterans with disabilities.

FY 2013 Veteran Hires By Bureaus

	# Veterans Hired	% of Veterans Hired	# Disabled Veterans Hired	% Disabled Veterans Hired
BEP	42	35.3%	12	10.1%
BPD	48	36.6%	10	7.6%
DO	29	16.5%	1	0.6%
FINCEN	2	25.0%	0	0.0%
FMS	25	40.3%	6	9.7%
IRS	544	15.8%	138	4.0%
IRS-CC	25	39.1%	4	6.3%
MINT	21	52.5%	5	12.5%
OCC	52	12.4%	7	1.7%
OIG	7	41.2%	0	0.0%
SIGT	1	3.5%	0	0.0%
TIGTA	4	36.4%	0	0.0%
TTB	3	37.5%	0	0.0%
Total	803	17.4%	183	4.0%

In accordance with Executive Order 13518, *Employment of Veterans in the Federal Government*, Treasury provided annual mandatory veterans training for managers, supervisors, and human resources personnel that explained veterans' preferences and the availability of special veterans hiring authorities. Further, the Department made Uniformed Services Employment and Reemployment Rights Acts of 1994 (USERRA) training available through the Treasury Learning Management System and the IRS Enterprise Learning Management System. Treasury (to include IRS ELMS) had a 88 percent completion rate.

Further, the Treasury Veterans Employment Program Office issued a quarterly veteran focus newsletter and introduced the Virtual Coaching for Vet

Success Initiative (VC4VS) as a Department-wide information sharing program to help increase veteran retention. The VC4VS Initiative is designed to educate the Department's veterans and disabled veterans about their military/veteran educational benefits and to promote career advancement opportunities through a series of webinars.

Accomplishments

Treasury is proud of its accomplishments in maintaining a model EEO program in FY 2013. Below is an outline of our many successes throughout the reporting period:

- Issued the Secretary's annual EEO Policy on September 13, 2013.
- Issued the Secretary's Diversity Policy on August 28, 2013.
- Required bureaus to maintain diversity and inclusion plans and conducted reviews of bureau compliance with the requirements outlined in the Department's Diversity and Inclusion Plan.
- Provided EEO counselors with the mandatory eight-hour web based refresher training.
- Continued the Treasury Shared Neutrals Program, providing 20 new mediators with 40 hours of basic and advanced training to support the TSN program's goal of helping resolve complaints early.
- Hosted 815 interns Department-wide through various paid and non-paid diversity internship programs, universities, and colleges.
- Conducted quarterly data integrity reviews of workforce data for accuracy.
- Conducted an evaluation of the Office of Minority, Women, and Inclusion at OCC and assessed progress made by bureaus previously audited in FY 2011 and FY 2012.
- Published quarterly EEO newsletters that provided Treasury's EEO practitioners, managers, and supervisors, as well as employees, with information on relevant complaint issues, workforce statistics, and important upcoming Treasury events and activities.
- Distributed quarterly Treasury-wide dashboards to keep bureau heads and other Treasury leaders current on the state of Treasury's workforce and progress in meeting the established FY 2012 disability hiring goals. (Dashboards are included in Section II of the Treasury MD-715 report.)
- Developed quarterly diversity performance slides as part of the Department's Strategic Diversity and Inclusion Plan.
- Provided individualized MD-715/Workforce Analytics training for new EEO practitioners at TTB and DO.

- Conducted refresher workforce analytics training for IRS' business units.
 - Sponsored the FY 2013 Dispute Prevention Month to increase focus on resolution of complaints.
 - Provided feedback to each bureau on its FY 2012 Federal Equal Opportunity Recruitment Program Report progress tracker responses. Bureaus were asked to put mechanisms in place to collect the demographic data and address any diversity and inclusion program shortcomings.
 - Recognized as a leader in promoting equal employment opportunity and diversity on the FY 2013 Best of the Best lists of Top Government & Law Enforcement Agencies by Hispanic Network Magazine, Black EOE Journal and the U.S. Veterans Magazine.
 - Established a Treasury Diversity Council.
 - Established a Treasury-wide Mentoring Program.
 - Updated No FEAR Act training to include whistleblower protections.
 - Conducted semi-annual Treasury-wide No FEAR Act training (except for DO, which conducted training in FY 2012).
 - Provided managers and supervisors with a revised/updated Hiring Managers Disability Tool Kit.
 - Published two manager alerts educating managers and supervisors on their roles in the EEO arena.
 - Developed a multilingual portal to deliver information about Treasury's programs in Chinese, Korean, Tagalog, Vietnamese, and Arabic.
 - Released a new money reading application for use on mobile phones that assists individuals with visual impairments to distinguish the various denominations of paper money.
 - Provided OFS with technical assistance in completing an accessibility self-evaluation, including development of language accessibility guidelines.
 - Assisted, as a member of an interagency working group, in developing a video to train federal employees on best practices when interacting with limited English proficient individuals and providing language services and meaningful access.
 - Issued a quarterly veterans newsletter.
 - In FY 2013, 88 percent of managers/supervisors completed Uniformed Services Employment and Reemployment Rights Act Training.
 - Sponsored five veteran employment focused webinars.
- Placed a total of 115 veterans and disabled veterans from the

Student Veteran Intern Program (SVIP), Non-Paid Work Experience Program (NPWE), and the Operation Warfighter (OWF) Program throughout Treasury.

Workforce Diversity

- Developed Treasury-wide and bureau-specific RCLF's that provide more realistic benchmark comparators based on overall occupational workforce composition at Treasury and within each of its bureaus.
- Increased the Department's Hispanic participation rate from 10.5 percent in FY 2012 to 10.7 percent in FY 2013.
- Continued to maintain one of the highest participation rates for Hispanic employees (10.7 percent compared to the RCLF 8.8 percent and CLF availability rate of 9.9 percent) among cabinet level agencies.
- Increased the participation rate for women at the GS-13 through GS-15 grade levels by 4 percent, from 45.1 percent in FY 2005 to 49.1 percent in FY 2013. At the SES level, the participation rate for women increased by 9.6 percent, from 32.8 percent in FY05 to 42.4 percent in FY 2013.
- Increased the participation rate for non-Whites in the GS-13 through GS-15 grades by 7.3 percent, from 26.9 percent in FY05 to 34.2 percent in FY 2013. At the SES level, the participation rate increased by 3.1 percent, from

18.1 percent in FY 2005 to 21.2 percent in FY 2013.

- Exceeded the Department's goal that 10 percent of all new permanent hires be PWD (12.12 percent).
- Continued to hold the highest participation rate for persons with targeted disabilities (1.73 percent compared to the federal goal of 2 percent) among cabinet level agencies.
- Increased veteran hiring: 14 percent of the Department's new hires in FY 2013 were appointed through a veteran's preference hiring authority compared to 13 percent in FY 2012.
- Treasury maintained its 11.1 percent veteran participation rate in FY 2013. Of the 11.1 percent, 1.7 percent are disabled veterans.

Planned Activities/Conclusion

OCRD's FY 2012 MD-715 Report outlines our successes in our equal opportunity programs and activities. Treasury is proud of its accomplishments in attracting and retaining an increasingly diverse workforce. We realize, however, there is still much to be done to increase workforce diversity, especially at senior pay levels and feeder groups and to improve the hiring and promotion rates of individuals with targeted disabilities. Therefore, we will



maintain our focus on developing plans to have the broadest group of diverse, well-qualified talent from which to recruit.

OCR'D's FY 2014 planned activities include the following:

- Continue to monitor, and adjust as needed, Treasury's Strategic Diversity and Inclusion plan in FY 2014.
- Continue to closely monitor the Treasury Complaint Management System for continued improvement in the timely production of final agency decisions and EEO investigations.
- Continue to meet with each bureau EEO Office to review its employment profiles and identify potential problems in recruitment, promotion, or retention.
- Monitor bureau progress in correcting deficiencies noted in the FY 2013 MD-715 report.
- Continue to monitor the bureau plans to identify any barriers to employing any group and help develop strategies to eliminate any barriers that are uncovered.
- Provide feedback to each bureau on its FY 2013 Hispanic, Disabled Veterans, and Federal Equal Opportunity Recruitment Program Reports. Feedback will include a comprehensive analysis of the bureau's program successes and identify program areas that would benefit from more bureau attention.
- Provide each bureau an assessment on its FY 2013 MD-715 report submissions. The assessment will identify bureau best practices and identify program areas where the bureau needs to provide more attention, and provide recommendations on future barrier analysis.
- Continue to foster Executive Order 13548 compliance by monitoring bureau plans to reach the goal of 10 percent participation rate of PWD and a sub-goal of 2 percent for PWTD and require bureaus to recommit to the goal that 2 percent of all new hires each year over the next five years are PWTD.
- Conduct semi-annual Treasury-wide No FEAR Act training for DO.
- Research and recommend tools to assist bureaus in achieving their five-year hiring goals in FY 2013 to meet or exceed a 10 percent goal for PWD with a sub-goal of 2 percent for PWTD.
- Continue to participate in the Federal Disability Workforce Consortium to gather and share recruitment and program best practices utilized throughout the federal government.
- Complete Treasury's E-Complaints system, which will allow OCRD and the TCC to produce final digital complaint files "in-house" efficiently and provide easy access to EEO documents.
- Conduct a best practice review for complaint processing systems.

- Establish a memorandum of understanding with United States Postal Service for conducting investigations.
- Develop plans to resolve hosting issues with I-Trak complaint processing system.
- Conduct accountability review of FinCEN and the Philadelphia Mint.
- Conduct civil rights program compliance reviews of two DO programs.
- Finalize and publish the updated Treasury Language Access Plan.
- Finalize launch of the multilingual portal.
- Monitor the retention rate of veterans and disabled veterans after one-year and three-years on board.
- Create an internal veteran webpage to further assist disabled veteran employees and increase awareness.
- Establish a partnership with Department of Veterans Affairs Feds for Vets services to expand the recruitment of disabled veterans.
- Develop automated veteran workforce data reports that assist in monitoring the effectiveness of veteran hiring initiatives.